1 July 1976

MEMORANDUM FOR: D/DCI/NI

25X1A

FROM   : [   ] NIO/JP

SUBJECT   : KIQs

1. Not having originally responded to your invitation to comment on the KIQ etc. problem, I find myself inspired to do so by your memo and those of my colleagues. Coming as I do from a Department that has repeatedly sought and never found systematic, conceptually-based management devices through which to find out what it is doing, why, and how well, I am deeply pessimistic on two counts: the possibility of devising useful systems and the possibility of eliminating useless systems once devised. Accordingly, my simple, perhaps simple-minded, proposal is based on the assumption that KIQs will not go away.

2. For purposes of the KIQ or some similar system, my first principle is that I and Q should be much more rigorously defined. To start with Q -- I agree with Keith. Questions should be finite; they should ask -- what are the characteristics and deployments of a new weapons system; they should be distinguished from concerns and issues, however important; they should not ask -- what are the prospects that Japan will come to take a different view of its relations with the United States.

3. Having limited the questions, I would then limit what we mean by intelligence about them. Here -- and obviously for KIQ purposes only -- I would define intelligence in a rather old-fashioned way as information that is collected by espionage, in which I would of course include all our technical systems.

4. The virtues I claim for my particular form of Occam's razor are as follows:

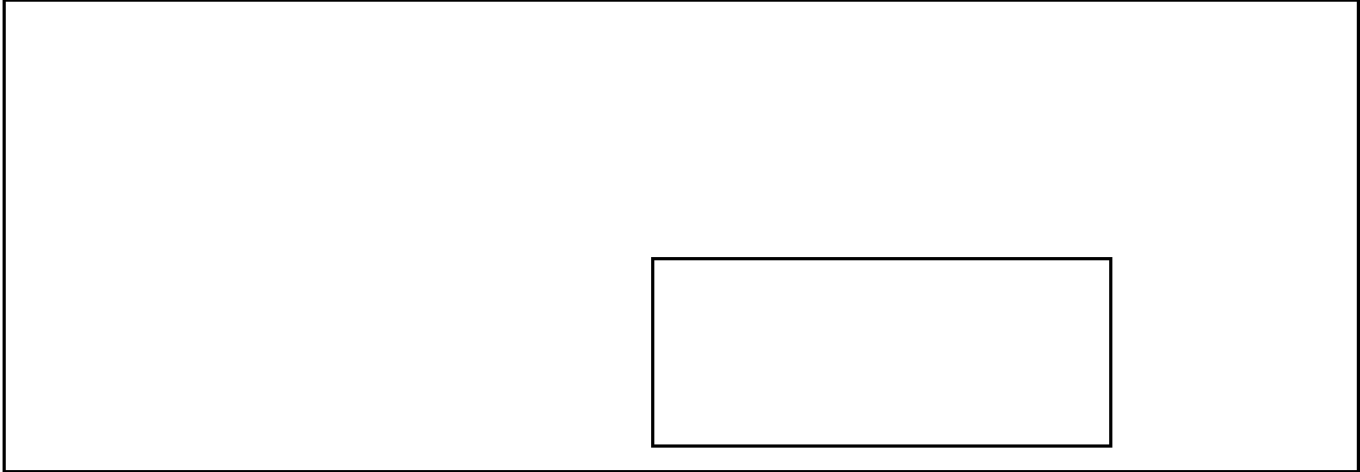   a. It would apply to a rather large hunk of the total intelligence budget.

b. It excludes efforts to measure the unmeasurable --   25X1
analysis.

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